



Aalborg Universitet

**AALBORG UNIVERSITY**  
DENMARK

## **Actionable artificial intelligence: Non-human resource management**

*Managerial complexity coping strategies*

Nielsen, Rikke Kristine

*Publication date:*  
2019

[Link to publication from Aalborg University](#)

*Citation for published version (APA):*

Nielsen, R. K. (2019). *Actionable artificial intelligence: Non-human resource management: Managerial complexity coping strategies*. Poster presented at Kick-off: AI for the people, Aalborg, Denmark.

### **General rights**

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal -

### **Take down policy**

If you believe that this document breaches copyright please contact us at [vbn@aub.aau.dk](mailto:vbn@aub.aau.dk) providing details, and we will remove access to the work immediately and investigate your claim.

# Actionable artificial intelligence: Non-human resource management Managerial complexity coping strategies



Rikke Kristine Nielsen, Associate Professor of Organizational Communication, Department of Communication & Psychology, Aalborg University, Copenhagen. rikkekn@hum.aau.dk



**Research sketch #1:**  
(Against) better judgement? HR suitability evaluations and AI (non-)usage in the employee life cycle

**Research sketch #2:**  
Explainable artificial intelligence in coping with leadership paradoxes

## HR-evaluation processes:

**Validity & Reliability**  
(Robertson & Smith, 2001)

**Attractiveness**  
(Holt Larsen, 2011)

The Attraction-Selection-Attrition (ASA) Framework



Schneider, B. (1987). *Personnel Psychology*, 40(3), 437-453.

## AI: Bias-blogger or bias accelerator in selection?

\* **Suitability & Acceptability**

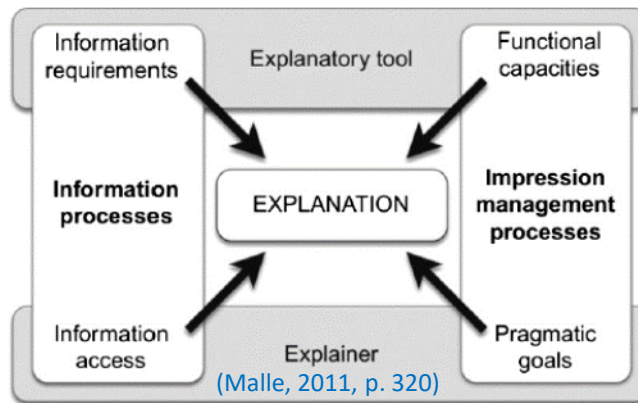
(Jenkins, 1980)

\* **Homosocial reproduction** (Kanter, 1979)

\* **ASA framework**

(Schneider, Goldstein & Smith, 1995).

## Explainable AI



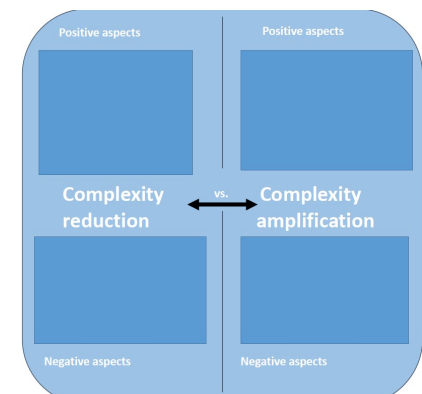
**Personalization through depersonalization?!**  
"We help you see each applicant as an individual" (Whaii video commercial, 2019).

"[P]latform firms are tasked with workers' recruitment, selection, evaluation, and retention, even if some of these **traditional management functions are performed by automated algorithms.**" (Kuhn, & Maleki, 2017, p.183.).

## Organizational paradox:

*"Contradictory yet interrelated elements (dualities) that exist simultaneously and persist over time."*  
(Smith & Lewis, 2011).

## Complexity reduction vs. amplification?!



Nielsen, Mogensen, Bevort, Henriksen, Hjalager & Lyndgaard (forthcoming).

